Stakeholder mobilization – Interim Report

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FIGURE 1: TABLE OF WORK ITEMS IN THE COURSE FROM THE INITIAL TO THE FINAL EXPLOITATION STRATEGIC PLAN

ABBREVIATIONS AND ACRONYMS

BGS	British Geological Survey
CLC	Cobre Las Cruces
CRM	Critical Raw Materials
EIP	European Innovation Partnership on Raw Materials
ETP SMR	European Technology Platform on Sustainable Mineral Resources
Euromines	European Association of Mining Industries, Metal Ores & Industrial Minerals
IPR	Intellectual Property Rights
M2M	Mine to Metal
NGO	Non-Governmental Organisation
RMSG	Raw Materials Supply Group
RSS	Rich Site Summary (summary of website content)
SIP	Strategic Implementation Plan (of the EIP)
UNEP	United Nations Environment Programme
USGS	United States Geological Survey

I. PURPOSE

Deliverable 8.3 "Report and results of stakeholder interaction activities" refers to objective O8.3 "Initiate, develop and maintain a dialogue between the main stakeholder groups involved: end-users (metal industry), governmental bodies and civil society (including NGOs and the community)" and represents the first report of task 8.2 "Stakeholder interaction" as formulated in Amendment AMD 689515-5 (p. 36). Reporting on stakeholder interaction activities for the INTMET project is considered in two partial reports, consisting in deliverable 8.3 as interim report after PM 12, and deliverable 8.5, the final report at the very end of the project. According to the progress of the project, we distinguish between, firstly, the development of a concept and the implementation of communication tools in the initial phase (D8.3), and secondly, the stakeholder interaction activities during the whole project (D8.5).

The purpose of this report is to discuss the overall concept of stakeholder interaction activities which ensure that reliable and objective information about processing technology and the potential effects on ecosystems, populations and societies etc., will be available for stakeholders in all partner countries and below in order to provide the basis for an open dialogue. Using the communication strategy established in T8.1, T8.3 will initiate and develop these dialogues at the various workshops, presentations and seminars. It is expected to contribute to the technology to be developed in the frame of this project as well as the reconciliation of interests in order to reach common agreement upon actions to mitigate the environmental and social impacts of processing activities. In addition, this dialogue shall provide feedback to the INTMET project concept, progress and results and confirm its potential.
It shall ensure that all stakeholders interested in the INTMET project are kept informed of any new developments and relevant events and encouraged to take part.

Deliverable 8.3 starts with the description of general issues in chapter 2 which builds the base for discussion of the stakeholder mobilization strategy of INTMET (chapter 3) and preliminary actions (chapter 4). In chapter 5, conclusions are presented.

2. GENERAL ISSUES

The term "stakeholder mobilization / engagement" is emerging as a means of describing a broader, more inclusive, and continuous process between INTMET and potentially impacted stakeholders. This reflects broader changes in the business and financial worlds, which increasingly recognize the business and reputational risks that come from poor stakeholder relations, and place a growing emphasis on corporate social responsibility, transparency and reporting. In this context, good stakeholder relations are a prerequisite for good risk management.

2.1 SUCCESSFUL ENGAGEMENT

The value of high-quality stakeholder engagement/mobilization is crucial in order to achieve good project outcomes. Many of the hallmarks of good relationships – trust, mutual respect and understanding – are intangibles that develop and evolve over time, based on individual engagement. INTMET should design engagement strategies in line with the needs of the respective project goals.

Engaging with stakeholders from the start – as part of our core strategy – enables a proactive cultivation of relationships that can serve as "capital" during challenging times.

In turn, a long-term view establishing and maintaining good relationships requires a long time-horizon.

INTMET should scale stakeholder engagement strategies relative to the (risks and) impacts the project. There is no one-size-fits-all approach when it comes to engagement. The type of relationship INTMET should try to develop with its stakeholders, and the resources and level of effort that it should invest, will differ according to the nature, location, and scale of the project, the phase of its development, and the interests of the stakeholders themselves. This is also depending on the scale of a project. Small projects with minimal impacts may only need to focus on the information disclosure and communication side of the engagement spectrum, whereas larger projects with greater degrees of complexity and wide-ranging impacts on multiple stakeholder groups will need to adopt a more strategic and sophisticated approach in order to effectively manage the process.

INTMET need to be prepared for the fact that we are entering into a pre-existing yet dynamic context, with established histories and cultures, and often complex political, social, and economic relations between groups that can be thrown into flux by the advent of a project and the development process that accompanies it.

2.2 MANAGE IT AS A BUSINESS FUNCTION

Like any other business function, stakeholder engagement needs to be managed. It should be driven by a well-defined strategy (which needs to be connected to D8.1 and D8.2) and have a clear set of objectives, timetable and allocation of responsibilities. All project members should be made aware of the strategy, and understand why it's being undertaken and what implications it might have for project outcomes. It is recommended to take a systematic (rather than ad-hoc) approach that is grounded in business operations (see also D8.2), likely to get better results in terms of the time and resources, in this way we are able to track

and manage stakeholder issues and risks more effectively. Allocating responsibilities for stakeholder engagement to INTMET's business plan (D8.2) also increases the chances that it will serve the purposes of the project.

2.3 KEY CONCEPTS AND PRINCIPLES OF STAKEHOLDER ENGAGEMENT

Who are stakeholders? Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, civil society organizations and groups with special interests, the academic community, or other businesses. INTMET stakeholders were defined in D8.1 (communication strategy).

The "stake" that each of these different individuals or groups has will vary. For example, there may be people directly affected by the potential environmental or social impacts of a project. Others may be resident in another country altogether, but wish to communicate their concerns or suggestions to the project coordinator. Then there are those who might have great influence over the project, such as government regulators, political leaders or even the research community. There are also stakeholders who, because of their knowledge or stature, can contribute positively to the project, for example, by acting as an honest broker in mediating relationships. All this should be reflected in the INTMET stakeholder strategy discussed in chapter 3.

2.4 WHAT ARE THE BUILDING BLOCKS OF STAKEHOLDER ENGAGEMENT/MOBILIZATION?

Stakeholder engagement is an umbrella term encompassing a range of activities and interactions over the life of a project. The first step in the process of stakeholder engagement is stake-holder identification – determining who our project stakeholders are, and their key groupings and sub-groupings (D8.1). Certain stakeholder groups might be pre-determined through regulatory requirements. From this flows stakeholder analysis, a more in-depth look at stakeholder group interests. Here it is important to keep in mind that not all stakeholders in a particular group or sub-group will necessarily share the same concerns or have unified opinions or priorities.

We need to identify those stakeholders directly and indirectly affected by INTMET. When identifying affected stakeholders, we will take a systematic approach into account, starting with delineating *INTMETS's geographic sphere of influence* (for instance, determined by the mineral deposit potential; we need to connect with MINATURA2020). Important is to establish and articulate of INTMET's area of influence and to determine who might be affected and in what way.

This process will begin to reveal those most directly affected by INTMET, whether from the socio-economic effects of job creation throughout the supply chain (connect with SCRREEN project)) or the effects of air and water emissions, from off-site transportation of hazardous materials (connect with specific INTMET discussions e.g. determining the environmental and social impact potential). A quick and practical technique for undertaking this type of stakeholder mapping exercise is "impact zoning". By mapping the sphere of

influence of different types of environmental and social impacts, INTMET can begin to identify distinct groups by impact area, and from this prioritize stakeholders for consultation. In this way, we also could identify potential "*cumulative* impacts" on stakeholder groups that might not have been evident.
While priority should be given to individuals and groups in the project area who are directly and adversely affected, drawing the line between who is affected and who is not can be challenging.

It is important to consider also the opposite position of stakeholders i.e. stakeholders who might be concerned with the development of a (any) new technological (e.g. against the background of environmental risk potential). Underestimating their potential influence on project outcomes may pose risks. It is therefore important to also include in our stakeholder analysis those groups or organizations that are not adversely affected, but whose interests determine them as stakeholders.
"Interest-based" analysis and mapping can help clarify the motivations of different actors and the ways in which they might be able to influence the project. For this set of stakeholders, cost-effective solutions (newsletters, websites, targeted public meetings) can establish and maintain open channels of communication.

2.5 HOW TO IDENTIFY AND ANALYZE STAKEHOLDERS THROUGH IMPACT ZONING

1. Draw a sketch map of the key design components of the project, both on and off site that may give rise to economical/social impacts (especially the main target of INTMET: using complex ore deposits with the new technology developed, thus improving the access to minerals, strengthen the value chain, creating new jobs,) as well any environmental or social impacts (e.g., sources of air, water, and land pollution).
2. Identify the broad impact zones for each of these components
(e.g., the area of land take, air and water pollution receptors, etc.).
3. After identifying and mapping broad stakeholder groups, overlay those groups over the impact zones.
4. Through consultation with relevant stakeholder representatives, analyse and verify which groups are potentially affected by which impacts.

This exercise may be performed more efficiently by using aerial photographs especially when demonstrating the case study at a production site where the new INTMET process may be established.

2.6 VERIFY STAKEHOLDER REPRESENTATIVES

We need to identify (key) stakeholder representatives and consulting with and through them can be an efficient way to disseminate information to large numbers of stakeholders and receive information from them. When working to determine representatives, however, there are a number of factors worth considering. First, we need to ensure that these individuals are indeed true advocates of the views of their constituents, and can be relied upon to faithfully communicate the results of engagement with the project company back to their constituents. One way to do this is to seek verification that the right representatives have been engaged, by talking directly to a sample of INTMET-influenced stakeholders.

2.7 ENGAGEMENT WITH STAKEHOLDERS

In general, we need to have productive engagement processes, for the following reasons:

- It lends transparency to the process. Stakeholders can witness the process and stay informed about what is being discussed on their behalf, and what has been agreed at the close of consultation or negotiations.
- Stakeholders will know what they are entitled to demand, and they will be able to monitor its delivery and avoid corruption.
- It sends the message that INTMET value the input of stakeholders (e.g. research community).
- It allows to identify own representatives .

Note, governments are key stakeholders. There are many important reasons to establish and maintain good working relationships with governmental authorities at different levels, and to keep them informed of INTMET's activities and anticipated impacts. Government support can be critical to the success of a project, and routine engagement with various regulatory and public service authorities is often required as part of doing business. On a practical level, government authorities may have long-established relationships with project-affected communities and other local and national stakeholder groups, and as such can play a role in convening and facilitating discussions between INTMET and stakeholder representatives.
Keeping track of government-led consultation with stakeholders on issues related to our project is highly recommended. Such consultation may be required as part of regional economic planning, environmental permitting or exploration licensing, compensation for land and assets, or the design and management of infrastructure. It is important for INTMET to be aware of these consultations as they might have implications for future stakeholder relations. For example, if the quality or extent of consultations carried out by government turns out to be inadequate, it may give rise to grievances, or pose risks. These include raising false expectations or creating misperceptions about the project.
Therefore, where there are questions around the government's consultation process or unresolved stakeholder issues, it should be of INTMET'S interest to try to find out the nature of such concerns and, to the extent feasible, take actions to address the situation.

We need to take into account Non-governmental organizations (NGOs) and community-based organizations (CBOs), particularly those who represent communities directly affected, can be important stakeholders for INTMET to identify and engage on a proactive basis. NGOs may have expertise valuable to effective stakeholder engagement. For example, they can be sources of local knowledge, sounding boards for project design and mitigation, conduits for consulting with sensitive groups, and partners in planning, implementing and monitoring various project-related programs. If there is NGO opposition to INTMET, engaging early to try and understand the concerns or critiques being raised can offer an opportunity to manage these issues before they escalate or find another outlet for expression (especially with regards to the planned pilot testing of INTMET).

Good practice involves taking steps to increase transparency and accountability as a means of promoting understanding about INTMET and engendering public trust. Adopting a "presumption in favour of disclosure" means being forthcoming with information *whenever possible during the development of INTMET*, especially if there is no compelling reason not to share it. A lack of information can lead to the spread of misinformation about a project that can undermine efforts to engage in an informed dialogue with stakeholders (e.g. with regard to environmental concerns). This is an area where perception matters. Sometimes stakeholders care less about the actual content of the information being disclosed than they do about the principle of openness and transparency.

Applying good practice principles is important. We need to disclose early with the aim of providing relevant information to targeted stakeholders in advance of decision-making. At a minimum, we need to explain next steps and be clear about which project elements are fixed and which can be changed or improved upon, based on consultation and participatory inputs.

We need to disclose objective information to the extent possible, and be open about the project. In short, "tell it like it is." Refrain from exaggerating the good news, such as employment opportunities, or playing down the bad, such as anticipated noise levels and traffic disturbances during the construction period. If actual numbers are available, we should inform concerned stakeholders (unless it is confidential information). In the long run it is better to say, for example, that: *Give people the information they need to participate in an informed manner*.

We shall give stakeholder the information they need to participate in an informed manner. Crucially, we need to consider sufficient time between the provision of information about the benefits and potential disadvantages of INTMET (or changes to project operations and their implications) and the start of consultations. People need time to think about the issues and weigh the trade-offs. We shall not expect that stakeholders hearing or seeing information about a project for the first time will be immediately ready to make decisions about what they want.

Besides, we need to provide meaningful information in a format and language that is readily understandable and tailored to the target stakeholder group. This may mean that information will be required in different formats in order to meet the *needs of various audiences*. Points to consider in determining what forms this information should take and how it gets presented include: level of technical detail, local language and dialects, cultural sensitivity, roles of women and men, ethnic composition of communities, literacy levels, community leadership structures, and local methods of disseminating information within stakeholder groups.

Furthermore, we need to ensure the accessibility of information by thinking through how stakeholders will most readily receive and comprehend the information.

There might be situations in which disclosing certain types of information at sensitive stages in the project cycle might entail risks. It is understood, for example, that in the very early stages of project development, revealing to competitors about what INTMET intends to do could pose serious business risks. Such factors

will need to be considered in deciding what to disclose and when. Other reasons for non-disclosure might include: commercial confidentialities and proprietary information; or situations where releasing information during the development of INTMET might unnecessarily raise public expectations, cause speculative behaviour. However, considerations for non-disclosure need to be weighed against the need for stakeholder groups to be informed in order to protect their interests. In general, experience shows that (for instance) companies committed to transparency and accountability help promote the long-term profitability of their investments.

3. STAKEHOLDER MOBILIZATION STRATEGY

Chapter 3 is based on chapter 2 (description of general conditions) and discusses a stakeholder mobilization strategy (3.2) which in turn, is based on a stakeholder analysis (3.1).

A strategy is a planned long-term aspiration for an advantageous situation or goal. It aims at the appropriate use of certain means, generally referring to some subordinate objective. Strategy is the 'greater plan' or a 'basic pattern of actions'. Once the objectives are set and the starting point is clear, the basic conditions for programming measures which promise to achieve the objectives, are given. Basis are the stringent procedural relations between the means and the objective, as derived from (the general economic theory according to) the principle of cause and effect. The highest level of success in achieving the objectives has to be determined by comparison of possible alternatives.

3.1 INTMET STAKEHOLDER ANALYSIS

Stakeholder analysis as mentioned in chapter 2 is an in-depth look at stakeholder group interests, i.e. *how stakeholders will be affected and to what degree, and what influence they could have on INTMET*. The answers to these questions will provide the *basis* from which to build the INTMET stakeholder engagement strategy (3.1). "*Interest-based*" analysis and mapping will help clarify the motivations of different actors and the ways in which they might be able to influence the project.
We need to identify (key) stakeholder representatives and consulting with and through them can be an efficient way to provide information to large numbers of stakeholders and receive information from them.
Stakeholder target groups as defined in D8.1 are

1 PARTNERS AND COMPETITORS
2 RESEARCH AND ACADEMIA
3 MULTIPLIERS, DISSEMINATORS
4 PUBLIC BODIES AND NGOs
5 PRESS
6 PUBLIC

One way to do this is to seek *verification that the right representatives* will be engaged, by talking directly to a sample of INTMET-influenced stakeholders. Ground-truthing the views of the designated representatives in this way can help highlight any inconsistencies in how stakeholder views are being represented. Legitimate stakeholder representatives could be, but are not limited to:

- EU politicians and government officials in INTMET partner countries
- leaders (chairmen, directors) of cooperatives
- traditional representatives
- local NGOs, groups

Governments are key stakeholders. There are many important reasons to establish and maintain good working relationships with governmental authorities at different levels, and to keep them informed of INTMET's activities and anticipated impacts. Government support can be critical to the success of a project, and routine engagement with various regulatory and public service authorities is often required as part of doing business. It is important for INTMET to be aware of these consultations as they might have implications for future stakeholder relations > finally, in the application of INTMET's technology. In turn, of course, we need to take into account Non-governmental organizations (NGOs) and community-based organizations (CBOs), particularly those who represent communities directly affected, can be important stakeholders for INTMET to identify and engage on a proactive basis.

For instance, regarding the case study planned in the second half of the project, a dialogue will be established at the European level, involving the relevant transnational organisations. This event will take place in Brussels, involving lobbying organisations such as Euromines or Eurometaux, and other EU stakeholders together with members of the RMSG, ETP SMR and EIP on RM. All dialogue activities will be supported by information on the website and other suitable information sources. (The results of this dialogue will be summarised in a written report (D8.4)).

There are certain stakeholder issues that may be particularly sensitive. In these cases, it may be better to release information about the issue at the same time as conducting face-to-face consultations. In this way, any misinformation and immediate reactions of the affected parties can be addressed right away with the facts. In preparing information to support stakeholder consultation on controversial issues, it may be helpful to employ the measures e.g. we need to explain what input is needed from stakeholders and how it will be used in the decision-making process.

Concrete information of INTMET stakeholders were already identified in D.8.1 as follows:

PARTNERS AND COMPETITORS i.e.
*European mining companies (junior and senior mining companies)
*Overseas mining houses
*Ore mines
*Companies from the metallurgical sector
*Mining investors and insurers

RESEARCH AND ACADEMIA i.e.
Research facilities
Universities

MULTIPLIERS, DISSEMINATORS i.e.

*Industry associations (e.g. Euromines - European Association of Mining Industries, Metal Ores & Industrial Minerals)
*European Technology Platforms (e.g. ETP SMR, etc.)
*United Nations Economic Commission for Europe
*United Nations Environment Programme (UNEP)
*European Innovation Partnership on Raw Materials
*International Mineral Processing Congress
*Balkan Mineral processing Congress
*Consumer of metals

PUBLIC BODIES AND AUTHORITIES i.e.
*Mining authorities incl. regional and local ones
*Cities, towns, municipalities in potential mining regions
*European Commission
*European Parliament
*Raw Materials Supply Group (RMSG)

PUBLIC i.e.
*Citizens
*Consumer organisations
*Trade unions
*NGOs

3.2 HOW TO MOBILISE STAKEHOLDER

There are several strategical ways and tools *how* to mobilise stakeholders within INTMET. For the set of INTMET stakeholders, cost-effective solutions (newsletters, websites, targeted public meetings) can establish and maintain open channels of communication. Referring to D8.1 this can be through

1 WEBSITE
2 ACTIVITIES IN SOCIAL MEDIA
3 BASIC DISSEMINATION MATERIAL
4 ARTICLES
5 EVENTS, WORKSHOPS, CONFERENCES

Mobilising stakeholders in general means that they first need to be well informed about the INTMET project, its objectives and values, its progress and how they can contribute to a broader discussion on INTMET's challenges and targets. Applying good practice principles is important. We need to disclose early with the

aim of providing relevant information to targeted stakeholders in advance of decision-making. At a minimum, we need to explain next steps and be clear about which project elements are fixed and which can be changed or improved upon, based on consultation and participatory inputs.
We need to disclose objective information to the extent possible, and be open about the project. In short, "tell it like it is." Refrain from exaggerating the good news, such as employment opportunities in rural regions (often such where minder deposits are located).

Besides, we need to provide meaningful information in a format and language that is readily understandable and tailored to the target stakeholder group. This may mean that information will be required in different formats in order to meet the needs of various audiences. Points to consider in determining what forms this information should take and how it gets presented include: level of technical detail, local language and dialects, cultural sensitivity, roles of women and men, ethnic composition of communities, literacy levels, community leadership structures, and local methods of disseminating information within stakeholder groups.

Furthermore, we need to ensure the accessibility of information by thinking through how stakeholders will most readily receive and comprehend the information.
There might be situations in which disclosing certain types of information at sensitive stages in the project cycle might entail risks. It is understood, for example, that in the first stages of project development, revealing to *competitors* about what INTMET intends to do could pose serious business risks.

In the following several tools – how to mobilize stakeholders - are described:

1 WEBSITE

The INTMET project website is a database and aims to all types of publics, from citizens to decision makers, partners and stakeholders. The point of this website is to promote INMET, what it means and stands for, as well as provide most of the tools for the mobilisation. INTMET project website www.intmet.eu has been created (see 4.2). Its public area contains all information about the projects content, aims, impacts, the partners and the sponsor. It provides also information on events and project related news which can be actualised by all beneficiaries. Press material and the possibility to subscribe the quarterly project newsletter will be provided at the webpage.

- All project partner are encouraged to include the project title and the web address as a subscription into the signature field of their emails.

2 ACTIVITIES IN SOCIAL MEDIA

The INTMET Facebook page has several purposes. It gathers an English speaking community of citizens interested in raw material resources, addressing especially the younger generation. It serves as a source of posts for the partner institutions, stakeholders and the interested public. The INTMET Facebook page gathers posts on project activities, related events and publications. Partners and interested members can

take the information INTMET Facebook page and use it on their social networks accounts and websites. Additionally, a Twitter account will be created.

- Partners are encouraged to upload photos and to report on project events, results, events of interest beyond the project and to spread the content.

NEWSLETTER

As an important communication tool a quarterly newsletter will be structured, designed and edited to build a cross-linking communication tool between project partners and stakeholders.

- Partners and identified stakeholders are invited to contribute with short articles and photos to the newsletter.

3 BASIC DISSEMINATION MATERIAL

- Brochure: an eight-page project brochure has been created and disseminated at the Raw material week in Brussels (see 4.1).
- Two presse releases, translated into all partner languages will be sent to all national press agencies and selected media.
- Based on the brochure a two-page project folder will be created addressing stakeholders and the public.

4 ARTICLES

The project progress, different perspectives of the stakeholder communities, and project results will be analysed and summarized to scientific articles publishable in relevant journals and other media.

5 EVENTS, WORKSHOPS, CONFERENCES

In order to achieve a wide stakeholder mobilization of the INTMET concepts, progress and results, project partners will present the project and its achievements at related external events or conferences or at specific events. The project has a high scientific relevance and it is basic to reach the main minerals producing communities. Depending on the external potential for this form of dissemination, the project may consider own workshop(s). A number of communities play a very influential role at EU level, communication activities will be oriented to reach these communities. Concretely, each partner country organises one workshop for relevant stakeholders presenting the project in its details and discussing local, regional and national project related issues. A common concept structuring the events will be worked out. The results of the discussions will be published in the newsletters. Partners are asked to produce short video impressions which can be inserted into the project videos (see 4.3).

4. INITIAL ACTIONS

4.1 BROCHURE PRESENTED AT RAW MATERIALS WEEK (BRUSSELS 2016)

During the Raw materials week in Brussels in November/December 2016 about **600 exemplars of the eight-page INTMET brochure[1], were disseminated at several workshops and events**:

- FORAM Workshop "Towards a World Forum on Raw Materials", ca. 50 participants, 29/11/16, OREGA Brussels Leopold,
- "EIT Raw Materials - Education strengthening raw materials sector", ca. 200 participants, 30/11/16, Sheraton Hotel,
- "Horizon 2020, EIT Raw Materials and ERA-MIN 2 Information and Brokerage event", ca. 200 participants, 30/11/16, Sheraton Hotel
- "4th annual High-Level Conference of the European Innovation Partnership on Raw Materials", ca. 200 participants, 01/12/16, Sheraton Hotel

4.2 WEBSITE

The INTMET project website http://www.intmet.eu/ has been created in July 2016, consisting of a public area and an area for members only. It was developed to present the initial concepts of INTMET and present the ongoing results of the project including up-to-date factual information on technologies and their use. All

[1] Available at http://www.intmet.eu/wp-content/uploads/2016/06/brochure_nov2016.pdf.

published multimedia material will be made available for download on the website. The website will be one of the main disseminations means of the project. The web site may also act as support tool for management activities by including something like a 'voting tool', facilitating decision making in between general assemblies if necessary. It will also be investigated to which extent the presence of the project in social media (Twitter, Facebook, etc.) will be favourable. Furthermore, the possibility to subscribe the quarterly newsletter will be provided.

4.3 VIDEO CLIPS

Two professional presentation of approximately four minutes will be produced as high-resolution videos (1920 x 1080p), published via You-Tube and linked to the project website. The clips will present the project at its different stages, the first introducing into the project's aims and milestones, the second including stakeholder events and perspectives and focussing on challenges and results.

Excerpts of expert interviews with the coordinator, project partners and stakeholders will give an insight into different perspectives.

Interview and video language will be English. In order to address the local stakeholders, subtitles in the country languages of the partners could be offered - a question of costs which has still to be discussed.

4.4 COOPERATION

4.4.1 COOPERATION WITH OTHER PROJECTS

Cooperation with other running H2020-projects and already finalised related FP7-projects as well as the further use of technology in future projects is important[2]. This cooperation is necessary in order to retrieve information and technology needed for the further course of INTMET in order to generate a kind of cross-fertilisation. Many of the beneficiaries are in the role of gatekeepers, interlinking contact persons, networking experiences and know-how from other relevant projects. The following projects have been or are currently the subject of fruitful exchanges with regard to stakeholder contacts and best practice experiences:

- **Minerals4EU**: The project was designed to meet the recommendations of the Raw Materials Initiative and will develop an EU Mineral intelligence network structure delivering a web portal, a European Minerals Yearbook and foresight studies.
  http://www.minerals4eu.eu/
- **I²Mine** – The project "Innovative Technologies and Concepts for the Intelligent Deep Mine of the Future" started activities designed to realise the concept of an invisible, zero-impact mine. It concentrated on the development of technologies suitable for deep mining activities.
  http://www.i2mine.eu

[2] Note: MinPol was/is involved in several of this projects and thus, can contribute effectively.

- **MINATURA2020**: The Horizon2020 funded project is to develop a concept and methodology for the definition and subsequent protection of "mineral deposits of public importance" in order to ensure their "best use" in the future in order to be included in a harmonised European regulatory/ guidance/policy framework. In the course of the project a Council of Stakeholders for each participating country will be established.
  http://minatura2020.eu/
- **BIOMORe** – A project for winning deep ores: The BIOMOre concept is designed to channel impermeable ore bodies and bioleach metals in-situ. To achieve this, biogeochemical and geo-technological methods and models will be developed and optimized, and specialized equipment designed and built. Scientific and technological expert input will be contributed by the project partners coming from European countries, Canada and the Republic of South Africa. These experts represent the forefront of knowledge and innovation in raw materials supply.
  http://www.biomore.info/project/
- **SCRREEN** – Solutions for CRitical Raw materials - a European Expert Network: SCRREEN project is running under SC5-15-2016-2017 – Raw materials policy support actions. It will contribute to improve the CRM strategy in Europe by mapping primary and secondary resources as well as substitutes of CRMs, and estimating the expected demand of various CRMs in the future and identifying major trends. Stakeholder dialogue is at the core of SCRREEN: policy, society, R&D and industrial decision-makers are involved to facilitate strategic knowledge-based decisions making to be carried out by these groups. (Website under construction)
- **MICA** – Mineral Intelligence Capacity Analysis: The MICA project contributes to on-going efforts towards the establishment of a stakeholder tailored product, namely the "European Union Raw Materials Intelligence Capacity Platform" (EU-RMICP).
  www.mica-project.eu
- **CHPM2030** – Combined Heat, Power and Metal Extraction: The Horizon2020 project aims to develop a novel and potentially disruptive technology solution that can help satisfy the European needs for energy and strategic metals in a single interlinked process. It focusses on the conversion of ultra-deep metallic mineral formations into an "orebody-Enhanced Geothermal Systems (EGS)" serving as a basis for the development of a new type of facility for "Combined Heat, Power and Metal extraction".
  http://www.chpm2030.eu/
- **VERAM**: This Horizon2020 project is producing a Vision and Roadmap for European Raw Materials in 2050 based on raw materials research and innovation (R&I) coordination involving two leading European Technology Platforms (ETPs): ETP SMR (Sustainable Minerals Resources) and FTP (Forest Technology Platform), with the support of ECTP (European Construction Technology Platform), represented by UNIVPM, SusChem (ETP for Sustainable Chemistry), represented by Cefic, and EuMaT (Advanced Materials ETP), represented by VITO.
  http://veram2050.eu/

4.4.2 MAPPING OF STAKEHOLDER MOBILIZATION POTENTIAL OF INTMET PARTNERS

In order to achieve a wide stakeholder mobilization of the INTMET concepts, progress and results, project partners will present the project and its achievements at related external events or conferences or at specific events.

4.4.2.1 SPAIN

The new facility for processing low-grade and complex ores will extend the life of CLC mine. CLC is an important employer in the region and thanks to INTMET cooperation it will be possible to hire graduates and train experts in mineral extraction. First Quantum Minerals Ltd. (the owner of CLC) has announced that the life of the Las Cruces mine will extend until the year 2020. With a new extraction facility for low grade ores the mine life will even extend until 2032 (though this will depend on demand). The Las Cruces mine site lies in the Sevilla province in the South of Spain. According to the European Job Mobility portal, the unemployment rate in the Sevilla province reached 31,3 % in 2015. This only underlines the importance of the mining industry in the region as a local job creator of an industry that can grow on domestic mineral supplies.

4.4.2.2 FINLAND

The Finnish partner Outotec is a company providing technologies and services for the metal and mineral processing industries. It is specialized in developing solutions of copper, zinc, lead, gold, silver and platinum group metal refining at all stages in the value chain from ore to metal. The company has a leading position in the market and on the technology ground of mineral processing all around the world. Outotec's technologies can help reduce the environmental impact of a large number of operations in the metallic-mineral industry. INTMET will bring new elements into Outotec's portfolio and improve the effectiveness of polymetallic ore-product process and sustainability in the supply of metallic materials in the European market.

4.4.2.3 PORTUGAL

SOMINCOR is a Portugal based mining company operating the Neves Corvo underground mine. SOMINCOR is important regional employer with nearly 2200 employees. It has built a wide spread network of roads and railways, which brings prosperity and employment to associated sectors. INTMET technologies have a

potential to boost up company and region because so far the company is only producing concentrates[3]. INTMET technology will enable it to produce cathodes with high added value.

4.4.2.4 SWEDEN

Sweden has a highly advanced mining industry with positive approach to new research projects and progressive mineral policy [4].

4.4.2.5 POLAND

Poland is the European most important copper producer. Its production is twice as high as that of Bulgaria, Spain and Portugal together.[5] Two consortium members are from Poland.

The Institute of Non-Ferrous Metals

The Institute of Non-Ferrous Metals based in Gliwice, Poland, is a leading scientific centre of the Polish non-ferrous industry.

KGHM POLSKA MIEDZ

The KGHM Polska Miedz (Polish Copper) company is one of the global leading players in the production of copper and the largest producer of silver in the world (2012). It has several research projects in development. KGHM operates mining sites around the world as well smelting and refinery sites. Products include copper cathodes, raw materials, molybdenum, etc. The INTMET research has a potential to extend mine life and increase benefits for polish economy, employees and new technologies brings new opportunities for local employment market6.

4.4.2.6 SERBIA

Mining and Metallurgy Institute Bor, MMI Bor, (BOR INST)

Bor is a town located in eastern Serbia and owns one of the largest copper mines in Europe. MMI Bor is a research institute active in domestic and foreign markets in the field of geology, mining, mineral processing, metallurgy, chemical technologies, chemical control, hydrometallurgy, environmental protection, information technologies, industrial informatics, mechanical engineering, electronics, non-ferrous metals and alloys, energy efficiency, environmental protection, ecology and publishing.

MMI Bor possesses base data for many non-used primary and secondary mineral deposits in Serbia. These data can be of great interest for possible further mineral explorations, introducing new technologies and

[3] http://somincor.com.pt/en/ms/ms/how-many-are-we-7780-183-castro-verde/ms-90064631-p-4/
[4] http://www.sgu.se/en/mining-inspectorate/mines/mines-in-sweden/
[5] http://www.euromines.org/mining-europe/production-mineral#Copper
[6] http://www.intmet.eu/kghm-polska-miedz-sa-poland/

new deposits exploration. The Institute publishes two journals, one of international importance, "Mining and Metallurgy Engineering Bor", and one of national importance, "Copper".

4.4.2.7 SOUTH AFRICA

MINTEK

Mintek is South Africa's national mineral research organisation and it is one of the world's leading technology organisations specialising in mineral processing, extractive metallurgy and related areas. Working closely with industry and other R&D institutions, Mintek provides service testwork, process development and optimisation, consulting and innovative products to clients worldwide. Founded in 1934, MINTEK has become a leading provider of minerals processing and metallurgical engineering products and services to industries.

MINTEK will provide information on local markets and outside market from their experience.

4.4.3 IDENTIFICATION OF STRATEGICAL PARTNERS OUTSIDE THE CONSORTIUM

The main purpose of commercialisation of project results is to sell them to the market. Europe still has active mines and several facilities which are processing ores and reprocessing secondary material[7]. Therefore, we need to map these mines and processing facilities outside the INTMET consortium as important targets for marketing activities. At the current project stage, the following can only show some preliminary examples. More effort will be put into this in the further course of the project.

For example, in Greece we have the Helenic Copper Mine (http://www.hcm.com.cy/site/about-hcm), which appears interesting in the context of INTMET.

Bulgaria is the second largest copper producer in Europe but needs to import considerable amounts of ores and concentrates. New technologies would be highly effective for improving Bulgarian economy. Bulgaria has one of the lowest minimal wage in European Union. Therefore, it is essential to install innovative solutions which will stimulate the regional economy.

In Serbia, the old copper mines "RTB Bor Group" recently are under reconstruction by the government. In the future strategic partners for privatization will be in demand. Rakita Exploration d.o.o. that purchased the larger share from FreePort McMoRan Inc. is the owner of recently discovered big copper deposits. Furthermore, deposits producing selective Zn and Pb concentrates could be of interest (Rudnik and Trepca at Kosovo and Metohija district). Rich polymetallic ore deposits (Cu,Zn,Pb,Ag,Au), which are not in exploitation due to their complexity, belong to SMEs, such as Bobija AD, Balkan Exploration and Mining, Copper Minerals d.o.o. Coka Marin etc.

Beyond Europe

[7] http://copperalliance.eu/industry/structure/copper-exploration-production-and-fabrication-map-in-europe

Opportunity to share experiences with copper mining will be discussed, e.g. Chile, Canada, Republic of South Africa (RSA: http://www.mintek.co.za/corporate-profile/corporate-information/)

5. STAKEHOLDER MOBILIZATION - WORKPLAN

The workplan needs to be connected with the work program of the initial exploitation plan.

The initial exploitation plan includes the following work program.

WORKPLAN/PROGRAM						
	Sections	Task allocation	month	role allo-cation	products	notes
1	Crosscheck of relevant (other) H2020- and FP7 projects e.g. MINATURA2020, INTRAW, I²Mine, BIOMOre Synergetic effects		M12	MinPol partners	Short statement (1 page), part of the newsletter, website and links to relevant projects	e.g. getting information of deposits (MINATURA; http://minatura2020.eu/); countries using advanced technologies (INTRAW; http://intraw.eu/) BIOMORE (http://biomore.info/home/)
2	• INTMET products - draft a plan/roadmap how to maximise the innovation potential of INTMET (interaction with t8.2 and t8.1) Market analysis • Internet and literature surveys • Questionnaires send out to competitors of and companies identified by project partners • Market survey on commodity basis – e.g. looking for companies producing similar products • Interviews with Eurometaux, Euromines, IMA-Europe, etc. Mapping of relevant companies inside/outside of consortium (aspect of cooperation/added value)	8.3	M12-16	MinPol(partners	Results of literature research (1 page) Compilation of a questionnaire List of companies producing similar products semistructured interview guide	
	mapping of existing patents and potentially overlapping IPR	8.4	M25	MinPol(partners	Article for the newsletter	
3	assessment of the new knowledge generated	8.4	M27	MinPol(partners		
4	Final exploitation plan	8.5	M30	MinPol(partners		

FIGURE 1: TABLE OF WORK ITEMS IN THE COURSE FROM THE INITIAL TO THE FINAL EXPLOITATION STRATEGIC PLAN

6. CONCLUSIONS

This initial strategy for stakeholder mobilization provides the basis for activities throughout the entire lifetime of INTMET. At drafting stage of this document, stakeholder mobilization actions started and will be done through all available possibilities/tools.